

WASHINGTON STATEWIDE HOMELAND SECURITY BALANCED SCORECARD

“Ensure a safe and secure Washington for the 21st Century”

Our Mission is to protect the citizens, property, environment, culture and economy of Washington State from terrorism – and to minimize the effects of a terrorist attack.

Strategies	Lead Organization	Performance Measure Target	Baseline	Status Indicator		Narrative Comments	Report Quarter & Year
PARTNERSHIP & LEADERSHIP							
Goal 1: To engage statewide partners to ensure homeland security interests are understood and supported							
ESF							
5	Objective 1.1 Define statewide Homeland Security interests, roles, responsibilities and structure.	Mil Dep. (HQ)		.			
5	1.1.1 Further develop partnerships to identify existing capabilities and capacities to meet the threat of terrorism and ensure there are clear linkages between all levels of government, tribal nations, private sector and citizens.	Mil. Dep. (HQ)	<p>Targets to Begin in Year 1 -</p> <p>1. Complete balanced scorecard implementation by 2006.</p> <p>2. Create business plan template and finish business plans by 2006.</p> <p>3. Prioritize the initial action plan initiatives by 2006.</p> <p>4. Complete our analysis threat assessment methodologies by 2006.</p>	<p>1. Created statewide strategic plan, 2. Developed action plan templates and provided education to coordinating leads, 3. Conducted an offsite to review the statewide organization structure and plan for the future, 4. Assisted regions with own planning initiatives, 5. Created the initial process to review, select and coordinate funding allocation within the state from federal sources, 6. Participated in federal level processes, 7. Communicated current status throughout the state via the homeland security newsletter, briefings and the homeland security website. Essentially reviewed what the state created for its initial years of formulation (1999-2003) and created our initial strategic plan and funding processes.</p>		<div>1st Reporting Period is Dec 04</div>	

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Baseline – Beginning Status (Aug 2004)

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5	1.1.2. Review the existing statewide domestic security structure to maximize the organizational efficiency and effectiveness.	Mil. Dep. (HQ)	See 1.1.1	See 1.1.1				
5	Objective 1.2 Review existing and proposed laws to ensure synchronization with local/state government and tribal nations homeland security goals and objectives.	AGO						
5	1.2.1 Develop and maintain an effective system to ensure state laws support homeland security preparedness, prevention, response and recovery requirements.	AGO	Combined 1.2.1 and 1.2.2 1. Complete DSEG discussions on Current Statewide Homeland Security legislative status and project potential development initiatives by 2005. 2. Annually review status and revise development initiatives by 2006 and annually thereafter.	State agencies with expertise in homeland security preparedness, prevention, response and recovery, currently have the opportunity and responsibility to (1) assess whether existing state laws are adequate, (2) propose necessary changes to state law; (3) monitor state and national legislation; (4) maintain appropriate dialogue with state and federal lawmakers; (5) consult with other entities with expertise (such as the Emergency Management Council's Committee on Homeland Security); and (6) seek legal advice from the Office of the Attorney General, as needed, in interpreting existing or proposed legislation and reviewing and revising draft legislation.			1 st Reporting Period is Dec 04	
5	1.2.2 Monitor state and national legislation for homeland security impact and maintain a dialogue with state and federal legislators to ensure statewide interests are considered.	AGO	Combined 1.2.1 and 1.2.2					
5	Objective 1.3 Refine statewide continuity of	Mil. Dep.(EMD)						

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	government and continuity of service plans to ensure essential functions in case of a disaster.							
5	1.3.1 Review existing plans. <i>Note -- Plan for and exercise continuity of government and critical services within the state to enhance our ability to maximize disaster resistance and respond effectively if needed to support our population. (1.3.1 - 1.3.2 Combined and Revised Aug 04))</i>	Mil. Dep.(EMD)	Combined 1.3.1 and 1.3.2 and will be moved to Response & Recovery Section 2005 draft.					
5	1.3.2 Develop, where necessary, detailed planning for continuity of government and critical services within the state.	Mil. Dep.(EMD)	Combined 1.3.1 and 1.3.2 and will be moved to Response & Recovery Section 2005 draft. 1. Compile list of state agency Continuity of Government and Critical Services plans by 2005. 2. Achieve agency consensus on continuity planning roles and responsibilities and potential policy changes by 2005. 3. Complete resources/materials research for Continuity of Government/Continuity of Critical Services planning by 2005. 4. Secure funding to support program staffing by 2005. 5. Determine private sector resources, stakeholders and potential partners for continuity of private sector critical services by 2006. 6. Develop education outreach classes and	Appendix 1 to the Washington State Comprehensive Management Plan requires executive directors of state agencies to ensure continuity of government or business continuity plans are in place, are exercised and if necessary, updated on an annual basis. Plans should clearly specify alternate business locations, emergency response procedures, and alternate means of communications. Beyond this specified requirement no strategy has yet been implemented. State agencies are required to have plans in place that are exercised and updated. With the exception of current EMD staffing who is the coordinating lead for this strategy, no new resources have been allocated for this mission.			1 st Reporting Period is Dec 04	

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			materials by 2006. 7. Develop and conduct a tabletop exercise to practice continuity of government and critical services plans by 2007.					
5	Objective 1.4 Create action plans to lead the statewide effort to prioritize initiatives, and projects to build homeland security capability and capacity.	Objective/Strategy Leads Mil. Dep. Coordinate						
5	1.4.1 Create task oriented action plans that include establishing a baseline, desired end states, targets and performance measures for the statewide goals and objectives.	Mil. Dep. (HQ)	Action Plans Complete by Aug. 2004	As of beginning of 04 there were 0 plans completed.			1 st Reporting Period is Dec 04	
5	Objective 1.5 Build a strong and engaged partnership between federal, state and local government, tribal nations, special purpose districts and the private sector to facilitate building state homeland security capability and capacity.	Mil. Dep.(EMD)						
5	1.5.1 Partner with business, all levels of government and statewide associations to improve emergency capabilities and capacity.	Mil. Dep. (HQ)	Targets to Begin in Year 1 - 1. Complete business sector and associations study by 2006. 2. Contact and provide outreach briefings to at least 15 new organizations by 2006.	1. Included private sector representatives in all of the domestic infrastructure groups. 2. Conducted private sector roundtable discussions to encourage dialogue. 3. Work with trade associations and conducted information briefings. 4. Created the private sector resource page on the department internet page. 5. Participating in a pilot information sharing program between government and the private sector. 6. Began buffer zone protection planning efforts for key assets within the state. 7. Created a Homeland Security Update Newsletter to provide information and education to				

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				the private sector and other stakeholders.				
5	1.5.2 Include the business community in the state Emergency Operations Center operations to ensure a strong partnership during disaster operations.	Mil. Dep.(EMD)	1. Complete and implement a plan and checklist for the business community representative in the state EOC by 2005. 2. Assess plan/checklist implementation by soliciting survey feedback for the AWB and local businesses by 2006.	Currently the state EOC maintains liaison with the Department of Agriculture and the Community Trade and Economic Development Directorate who are the principal state government agencies that liaison with the statewide private sector. In addition, the new ESF #14 (Community Recovery, Mitigation, and Economic Stabilization Annex) in the National Response Plan is in draft, and our efforts within the state should be congruent to this ESF annex. Our plans are to continue to explore and develop this strategy.			1 st Reporting Period is Dec 04	
5	1.5.3 Include the business community in the statewide domestic infrastructure membership	Mil. Dep. (HQ)	Targets to Begin in Year 1 - 1. Complete business sector and associations study by 2006. 2. Contact and provide outreach briefings to at least 15 new organizations by 2006.	1. Included private sector representatives in all of the domestic infrastructure groups. 2. Conducted private sector roundtable discussions to encourage dialogue. 3. Work with trade associations and conducted information briefings. 4. Created the private sector resource page on the department internet page. 5. Participating in a pilot information sharing program between government and the private sector. 6. Began buffer zone protection				

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				planning efforts for key assets within the state. 7. Created a Homeland Security Update Newsletter to provide information and education to the private sector and other stakeholders.				
5	1.5.4 Explore the best ways to communicate and educate the business community for homeland security.	CTED - AGR	<p>1. Should dedicated funding for this strategy become available, the WSDA Homeland Security Program staff with assistance from CTED staff, and local county and city Departments of Emergency Management, can begin a comprehensive identification process, to identify business/industry based organizations that represent and span/encompass all critical infrastructure sectors.</p> <p>2. Once organizations are identified the process can begin to establish a dialogue with these entities, to educate and enhance their awareness of the State's Homeland Security Strategic Plan.</p>	<p>1. Identify all the private sector associations that can provide communication linkage and function as information conduits between statewide private sector and sources of Homeland Security Information and Education by 2005.</p> <p>2. All private sector associations identified in year one join NWWARN by 2005.</p> <p>3. Co-develop and begin implementing homeland security strategies communicating with and providing education for priority associations by 2005.</p>			1 st Reporting Period is Dec 04	

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COMMUNICATION								
Goal 2: To facilitate statewide communication and collaboration.								
ESF								
2	Objective 2.1 Ensure interoperability for communications equipment, networks and advisory systems to achieve statewide communications capability.	SIEC - DIS						
2	2.1.1 Define statewide interoperability standards and inventory statewide systems in collaboration with the State Interoperability Executive Committee (SIEC).	SIEC - DIS	<p>Combined 2.1.1, 2.1.2, 2.2.1.</p> <ol style="list-style-type: none"> 1. Complete the preliminary inventory report for local jurisdictions by 2004. 2. Complete state forums to determine user community needs for interoperability radio equipment by 2004. 3. Contractor hired to develop statewide communications inventory and plan by 2004. 4. Statewide inventory "living document" maintained on the Internet by 2005. 5. Statewide inventory completed and published by Jan. 30, 2005. 6. Communications Plan options developed, vetted and SIEC selection finalized by 	<p>In an effort to determine short-term and mid-term interoperability opportunities the SIEC (1) performed an inventory of state-owned public safety and initial responders' communications assets and (2) created an Interim Communications Plan. Both documents are available at the SIEC Website: http://siec.wa.gov</p> <p>Additionally, the Department of Information Services did apply and receive funds from the Department of Homeland Security to perform an (3) inventory of all public safety and initial responder communications assets in the state and (4) create a final statewide communications plan.</p>			1 st Reporting Period is Dec 04	

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			2005. 7. Statewide communications plan published by May 30, 2005. 8. Discussions initiated on governance issues that address requirements in Communications Plan by the SIEC and the community of interest by 2005.,					
2	2.1.2 Resolve interoperability gaps, including both voice and data capability.	SIEC - DIS	Combined 2.1.1, 2.1.2, 2.2.1.				1 st Reporting Period is Dec 04	
2	Objective 2.2 Define communications protocols and methodology to ensure statewide connectivity.	SIEC – DIS - EMD						
2	2.2.1 Establish a homeland security communications plan for both secure and non-secure means to communicate internally and externally with local, state and federal partners.	SIEC - DIS	Combined 2.1.1, 2.1.2, 2.2.1.					
2	2.2.2 Maintain effective scalable statewide communication networks to educate, share information and emergency procedures and provide advisories.	EMD	1. Complete SIEC inventory of all state and local radios by 2005. 2. Fund and hire a professional RF engineering company to develop statewide information sharing communications network plan by 2005. 3. Refine information to be collected and needs for the statewide plan by 2005. 4. Contractor completed statewide information sharing communications	The various communications networks of all state and local agencies are being maintained by the radio resources of each jurisdiction. Information is being shared, emergency procedures are in place and educational processes are continually being improved. Each jurisdiction requests maintenance funding from their respective jurisdictions to maintain existing networks. Public safety networks, 911 systems and operational radio networks exist statewide and				

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			network plan by 2006. 5. Identify educational and information sharing needs requiring improvement at the local jurisdiction level by 2006.	are maintained by various Federal, State and local authorities. These networks provide a medium for sharing information. Emergency information is shared as needed with other agencies.				
2	2.2.3 Maintain and improve the Homeland Security Advisory System (HSAS). Continue to dialogue with state and federal partners to identify and resolve system issues.	Mil Dep. (HQ)	Targets Beginning in Year 1 - Complete HSAS guide review and updating by 2006.	Guides for a) State Agencies and Separately Elected Officials, b) Tribal, County and Local Government, c) Business, Critical Infrastructure and Key Assets, and d) Neighborhoods, Families and Citizens			1 st Reporting Period is Dec 04	
2	2.2.4 Develop a Homeland Security Public Information Plan.	Mil. Dep. (EMD)	(combined with 5.3.5 and revised – deleted 2.2.4)					
5	Objective 2.3 Define the need and circumstances for formal coordination agreements between agencies (public and private) describing mechanisms to exchange and share information.	Mil. Dep. (EMD)						
5	2.3.1 Develop information sharing templates for agreements and parameters for exchange of information.	Mil. Dep. (EMD)	1. Identify and categorize information that needs to be shared between jurisdictions and assess what agreements/templates are currently in place by 2005. 2. Develop generic information sharing template by 2005. 3. Integrate information sharing parameters for public safety information systems into CEMP as an appendix by 2005. 4. Seek formal agreements between	Agreements exist for the sharing of information in the law enforcement and medical communities. Generally, this information is protected or of a sensitive nature and as such is outside the scope of this strategy. Other Memorandums of Agreements exist between jurisdictions for the sharing of resources but it is unknown whether they address information sharing.				

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			jurisdictions by 2005. 5. Education and communication plan developed and deployed by 2005. 6. Exercise developed and conducted by 2006, and include emergency public safety information sharing as an exercise objective annually in regularly occurring exercises.					
2	Objective 2.4 Ensure statewide information sharing and communications systems are protected from threats.	DIS					1 st Reporting Period is Dec 04	
2	2.4.1 Refine existing infrastructure to improve the statewide cyber protection and preparedness capability/capacity. This infrastructure protects the integrity and continuity of statewide information sharing and communications systems and mitigates the effects of cyber terrorism activities.	DIS	1. Implementation of infrastructure to support the continuity of government network operations following the elimination of any single node site by year 1 (2005). 2. Master contract(s) are established for business continuity/disaster recovery services in Eastern Washington by year 1 (2005). 3. Penetration tests conducted at least annually and any identified vulnerabilities are addressed appropriately.	DIS and agency and local government partners have established key Washington government infrastructure and shared services in the area of computing, telecommunications and cyber security. These include, but are not limited to, the shared State Government Network (SGN), the Intergovernmental Network (IGN), the state Security Layer and Secure Gateway Services, a Business Continuity Strategy, and the Washington Computer Incident Response Center (WACIRC). WACIRC was established to put in place a process for reporting cyber security-related emergencies and the communication of alert and advisory information about security threats and				

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				incidents. Washington also participates in the newly established Multi-state ISAC (MS-ISAC) to support cyber incident sharing across the nation. DIS has focused on the delivery of key infrastructure shared services that provide for the greatest benefit to Washington State. The base infrastructure is in place, but new enhancements are required to meet the growing demands in the area of cyber security management of networks and business continuity planning for state and local government.			1 st Reporting Period is Dec 04	
PREVENT ATTACKS								
Goal 3: To understand, detect and respond to threats.								
ESF								
22	Objective 3.1 Develop and implement terrorism monitoring, threat assessment, and information sharing systems.	WSP/WASPC						
22	3.1.1 Partner regionally and nationally to develop and implement effective systems for terrorist threat monitoring and surveillance.	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6, 3.1.7 and 3.4.2 a. Implementation of WAJAC and Regional Intelligence Units by 2005. b. Development of operational plan for the statewide integrated intelligence plan by 2006.	A joint proposal of the Washington State Patrol (WSP), Committee on Terrorism (COT), Washington Association of Sheriff's and Police Chiefs (WASPC), and the Federal Bureau of Investigation (FBI) approved a written plan for the establishment of a "statewide integrated intelligence system." The proposal calls for the				

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			<p>c. Complete identification of resources necessary to support JTTF and WAJAC by 2006.</p> <p>d. Intelligence collection and pointer systems identified, assessed, and selected by 2007.</p> <p>e. Development of threat assessment tools for pre-emptive action by 2007.</p>	<p>establishment of an integrated intelligence gathering, analytical capacity, and reporting system for all local, state, and federal law enforcement agencies operating within the state of Washington. The plan calls for a cross-jurisdictional partnership that integrates law enforcement, first responders, emergency management, and where appropriate the private sector.</p> <p>The plan further recommends that a Washington Joint Analytical Center (WAJAC) and regional intelligence units be created to ensure the fusion of intelligence information among local, state, and federal law enforcement agencies and others based on a right to know and need to know requirement.</p> <p>The WAJAC is currently operational and staffed with one WSP sergeant and three local law enforcement detectives. Everett/Snohomish County, Seattle/King County, Vancouver PD, Spokane PD, Pierce County, Bellingham PD, and the WSP are currently operating intelligence units within their</p>			<div>1st Reporting Period is Dec 04</div>	

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				<p>areas of responsibilities.</p> <p>The FBI, in partnership with private and public sector entities, is in the process of developing the “Northwest Warning Alert & Response Network (NWWARN). The purpose of this system is to provide credible information regarding alerts, threats, and warnings to public and private infrastructure stakeholders, law enforcement, and emergency services. NWWARN will have the ability to disseminate and collect information using a broadcast or targeted methodology to include the use of voice, e-mail, mobile text, and website updates based on the priority of the message. Moreover, NWWARN will have the ability to allow citizens to pass suspicious information regarding criminal tips to the FBI.</p> <p>The WSP also maintains the Washington Criminal Intelligence Index (WACII), a pointer system designed to collect and disseminate intelligence information. This system has the capability to allow regional intelligence units to share information among each other. Currently other national databases are</p>			<div>1st Reporting Period is Dec 04</div>	

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				being explored for intelligence dissemination, for example, RISSNET, WSIN, and the FBI Law Enforcement On-line Network (LEO).				
22	3.1.2 Define the essential elements of critical homeland security information.	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6, 3.1.7 and 3.4.2					
22	3.1.3 Establish a system for dissemination of all relevant terrorism data and information to ensure reliable capability to alert officials and emergency response personnel of terrorist threats statewide.	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6, 3.1.7 and 3.4.2					
22	3.1.4 Establish a statewide prevention information, analysis, and intelligence sharing and infrastructure protection capability.	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6, 3.1.7 and 3.4.2				1 st Reporting Period is Dec 04	
22	3.1.5 Integrate daily use systems used in emergency response coordination into the information collection and dissemination system	WSP/WASPC	Combined with 3.4.1 and revised for clarity.					
22	3.1.6 Create a central antiterrorism intelligence and analytical center [(Washington Joint Analytical Center – (WAJAC)).	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6, 3.1.7 and 3.4.2					
22	3.1.7 Establish one additional regional intelligence group; strengthen capacities and capabilities of existing groups.	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6, 3.1.7 and 3.4.2					
22	Objective 3.2 Coordinate statewide for prevention plans, assessments, procedures, infrastructure protection and funding priorities	WSP/WASPC						
22	3.2.1 Use the state homeland security structure to coordinate and facilitate the building of prevention capacity.	WSP/WASPC	1. Implementation of “prevention subcommittee” with participants from a variety of public and private entities. 2. Development of effective collaborative partnerships throughout the state in terrorism prevention.	The state Committee on Homeland Security (CHS) and affiliated programs have been very effective in discussing, recommending, resourcing, and executing programs associated with addressing the consequences of terrorist attacks. However, there have not been equal efforts in dealing with the strategic and operational				

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			<p>3. Usage of the “prevention subcommittee” for coordinated terrorism prevention activities.</p> <p>4. Development of statewide strategic priorities and operational initiatives to improve statewide terrorism prevention efforts.</p>	<p>issues that are necessary to prevent attacks from occurring in the first place.</p> <p>The CHS information subcommittee and intelligence subcommittee have done exceptional work in narrowly defined areas and self-tasked initiatives. Combining the assets of both subcommittee into a new “prevention subcommittee” with a focus on developing strategic and operational recommendations will further enable the federal, state, local, tribal, and private entities within the state to detect, deter, deny, and prevent terrorist related acts.</p>			<div>1st Reporting Period is Dec 04</div>	
22	Objective 3.3 Adopt or develop an appropriate analytical “risk management” model to assess risk or vulnerability and identify methods to reduce risk.	WSP/WASPC						
22	3.3.1 Establish threat reduction “anti-terrorism” activities, assist and educate the private sector.	WSP/WASPC	<p>3.3.1 and 3.4.4 Combined</p> <p>Training needs identified by 2005. Complete identification of resources necessary to support regional intelligence centers by 2006. Complete identification of resources necessary to support JTTF and WAJAC by 2006. Intelligence collection</p>	<p>The WSP is currently monitoring, collecting and disseminating threat information through partnerships with state, federal and local law enforcement agencies.</p> <p>The WSP maintains the Washington Criminal Intelligence Index (WACII), a pointer system designed to collect and disseminate intelligence information. Currently other national</p>				

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WASHINGTON STATEWIDE HOMELAND SECURITY BALANCED SCORECARD

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			and pointer systems identified and assessed by 2006.	databases are being explored for intelligence dissemination, for example, RISS NET. The WSP currently provides training involving the Incident Command System Model and other minimal terrorism response/awareness training to law enforcement and the public sector.				
22	Objective 3.4 Improve threat recognition to halt the development of a terrorism threat before it is executed.	WSP/WASPC					1 st Reporting Period is Dec 04	
22	3.4.1 Create a secure statewide Records Management System (RMS) that can collect intelligence information from multiple sources, store and share with selected users/agencies at all levels from field to analysts to enhance our Washington State Prevention capabilities. (revised Aug 04)	WSP/WASPC	1. Select team members by 2004. 2. Conduct feasibility study and assessment by 2005. 3. Compete, secure funding and execute the RFP process by 2006. 4. Vendor selection and coordination completed by 2006. 5. Conduct project implementation fielding, training and testing by 2007.	The WSP currently has a one year old CAD system, Printrak Premier CAD, that is being used in all 8 communications centers state wide. This system is capable of collecting information and disseminating it on a limited internal basis. This CAD uses a GIS based computer map to accurately display locations of facilities, incidents, highways, etc. that are entered into the mapping data base. The WSP has a limited number of laptop computers, called MCNs, located in three of eight districts that are used in patrol cars. These old technology MCNs can run ACCESS data and send text messages, but can't input data into, access or fully integrate with CAD.				

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22	3.4.2 Map threats and capabilities for preemptive action.	WSP/WASPC	Combined 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.6 and 3.4.2					
22	3.4.3 Explore the use of remotely sensed Geographic Information Systems (GIS) data in the effort to map statewide threats.	WSP/WASPC	Combined with 5.7.1 and 3.4.3 deleted due to redundancy.					
22	3.4.4 Establish a public and private community based pre-incident “threat indicator” training program.	WSP/WASPC	Combined 3.3.1 and 3.4.4					
22	Objective 3.5 Improve the northern border area security.	WSP/WASPC						
22	3.5.1 Define roles and responsibilities and work on actions to improve the northern border area security.	WSP/WASPC	1. Determining need for additional border security and completion of the assessment for each county, infrastructure sector by 2006. 2. Completion of the security plan by county within by 2008. 3. Funding level to support the security plan budgeted and secured by 2006.	No current plan is in place, and a comprehensive assessment of infrastructure security by sectors has not been accomplished. Vulnerability assessments need to be completed in coordination with all stakeholders.			1 st Reporting Period is Dec 04	
REDUCE VULNERABILITIES								
Goal 4: To reduce Washington State’s vulnerability to acts of terrorism.								
ESF								

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1,3,5,	Objective 4.1 Protect critical infrastructure within Washington State.	Mil. Dep. (EMD)						
1,3,5,	4.1.1 Define criteria and identify statewide critical infrastructure.	Mil. Dep. (EMD)	Combined 4.1.1 and 4.1.2 1. Create the Committee on Homeland Security Infrastructure Working Group by 2004. 2. Identify Washington State Critical Infrastructure by 2005. 3. Create a Statewide Critical Infrastructure Database and Secure Critical Infrastructure Information Sharing System by 2006. 4. Develop a Washington Statewide Critical Infrastructure Protection Plan by 2008. 5. Sustainment funding to support the Washington Statewide Critical Infrastructure Protection Plan budgeted and secured by 2009.	Comprehensive assessment of infrastructure by sectors is not completely for the State. Washington State has not selected a standardized methodology to assess statewide critical infrastructure. Selected vulnerability assessments were completed by state agencies and the private sector. Existing plans were required by federal agencies but there is no single repository for this raw information that has not been analyzed or subsequent protection plan developed.			1 st Reporting Period is Dec 04	
1,3,5	4.1.2 Conduct statewide critical infrastructure assessments.	Mil. Dep. (EMD)	Combined 4.1.1 and 4.1.2					
1,3,5, 22	4.1.3 Develop threat detection capabilities for critical infrastructures.	WSP/WASPC	Combined 4.1.3 and 4.1.4 1. Identification of SMEs and establishment of critical infrastructure working group by 2004. 2. Development of a	The Committee of Homeland Security (CHS) Prevention Sub-Committee has been created. The priorities of this committee will be increasing the ability to identify indications of an existing or				

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			database to establish a statewide prioritized critical infrastructure listing by 2005. 3. Identification of the state's most critical infrastructures by infrastructure sector by 2005. 4. Development and implementation of counter measures (target hardening measures) and protection plans for the state's most critical infrastructures by 2006.	future threat; increasing the ability to evaluate the potential of threats as they are received; reducing vulnerability of critical infrastructures and other potential targets; and increasing appropriateness of protection and/or other threat response activities. Moreover, numerous local, state, and private sector entities have developed or have begun developing threat detection capabilities for critical infrastructures and target hardening of these structures.			1 st Reporting Period is Dec 04	
1,3,5, 22	4.1.4 Develop countermeasures to protect critical infrastructures.	WSP/WASPC	Combined 4.1.3 and 4.1.4					
1,3,5, 22	Objective 4.2 Create a statewide critical infrastructure mapping system.	Mil. Dep. (EMD)						
22	4.2.1 Utilize mapping capability to map critical infrastructure so that information is available to analyze infrastructure geospatial interrelationships.	Mil. Dep. (EMD)	1. Complete relationships and needs assessment by 2005. 2. Determine possible methodology and resource solutions/courses of action to support emergency response needs in a mapping system that includes graphical and tabular information by 2005. 3. Finalize funding estimates by 2005.	A basic geographic information system has been set up for other federal and state programs. No standardized methodology has been adopted for homeland security purposes. There has been some discussion with WASPC and Pierce County about sharing high school tactical data. No statewide plan has been put in place. Basic GIS software is in place.				

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			4. Compete for funding and achieve approval for system funding needs by 2005. 5. Hire program staffing by 2005. 6. Begin collecting data and creating application in 2005 to be completed by 2006. 7. Develop and populate mapping system database by 2006. 8. Achieve mapping system sustainment funding by 2007.				1 st Reporting Period is Dec 04	
EMERGENCY PREPAREDNESS/RECOVERY – EDUCATION & TRAINING								
Goal 5: To improve statewide emergency preparedness.								
ESF								
	Objective 5.1 Equip, and train emergency responders to nationally recognized standards.	EMD - WSP						
7& All Others In Emergency Preparedness	5.1.1 Identify equipment standards, priorities, shortages and funding needs for emergency responders.	Mil. Dep. (EMD)	1. Complete Inter-Agency Board review by Jul 2005. 2. Establish interdisciplinary working groups by Jul 2007. 3. Equipment review & approval process synchronized and completed within relevant grant timelines. 4. Achieve a sub-committee & working group sustainment budget by Jul 2005.	1. Equipment standards for Personnel Protective, Detection, Decontamination, Search and Rescue, and Explosive Device Mitigation and Remediation Equipment have been established and are reviewed and updated annually by the Washington State Committee on Homeland Security, Equipment Subcommittee. 2. Equipment needs and priorities are identified by				

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			5. Liaisons developed with other equipment stakeholder groups by Jul 2005. 6. Interdisciplinary equipment standards developed by Jul 2006. 7. Communications plan developed by Jul 2006. Publish and communicate interdisciplinary equipment standards by Jul 2007.	state agencies and local jurisdictions in the FY 2003 Department of Homeland Security, Office for Domestic Preparedness' (ODP) State Homeland Security Assessment and Strategy Program and are updated annually during the ODP Homeland Security Grant Program (HSGP) and Urban Areas Security Initiative (UASI) Program processes and documented in the ODP Initial Strategy Implementation Plans yearly.			<div>1st Reporting Period is Dec 04</div>	
7& All Others In Emergency Preparedness	5.1.2 Develop a multi-discipline training capability to provide statewide emergency responders training, certification, and credentialing –Homeland Security Institute (HSI).	WSP	1. Create and achieve operational status for the Homeland Security Institute (co-housed at the Pierce College with the Center of Excellence) by 2005. 2. Create the Policy and Operational Boards and Institute implementing policies by 2005. 3. Develop and implement on-line WMD awareness training classes by 2005. 4. Implement registration and tracking program for personnel trained and begin credentialing project by 2005.	In an effort to support the Homeland Security Institute (HSI) concept the State Board for Community and Technical Colleges (SBCTC) has identified Pierce College as the starting point for its "Centers of Excellence" program. Centers of Excellence are broadly defined as places that industries can rely upon to understand their particular needs and interests, to help solve their skill-related problems, to help ensure a continuing flow of new entrants, and to provide a source of upgrading the existing workforce. The SBCTC envisions several "Centers" which will create a system-wide process to				

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			<p>5. Create marketing and communications plan for the Homeland Security Institute by 2005.</p> <p>6. Research, seek and secure long term sustainment sources for the Homeland Security Institute by 2005.</p> <p>7. Create database of certified Homeland Security trainers and provide to statewide partners by 2006.</p> <p>8. Focus on train-the trainer needs and develop trainer's support/processes by 2006.</p> <p>9. Develop credentialing pilot project and seek funding based on year 1 research by 2006.</p> <p>10. Research and determine training gaps for future course development by 2006.</p>	<p>provide training, certification, and credentialing. By utilizing Washington On-Line (WAOL) to provide training via the internet, SBCTC and Pierce College plan to create a virtual network of learning opportunities in the varying Homeland Security disciplines.</p> <p>\$331,500 FY03 State Homeland Security Grant Program to the Washington State Board of Community and Technical Colleges to develop and host on-line training. \$100,000 Workforce Development Grant from SBCTC for Pierce College to develop a Center of Excellence for Homeland Security. Pierce College has been working with WAOL to create the web page and portal for learning as part of the WAOL ODP (EMD) contract. First responder supervisors will provide WAOL with a list of students eligible for training and, once confirmed, the student will be provided a login id and password to access the training. The supervisor will be notified upon the student's completion of the class. This system is expected to be piloted Fall 04. The Center of Excellence (COE) for Homeland Security, funded by</p>			<div>1st Reporting Period is Dec 04</div>	

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				SBCTC, already is in operation with a Director. Communication channels are already established with the 34 community and technical colleges' Homeland Security points of contact and a website is under development. This program is housed at Pierce College Ft. Steilacoom. Pierce College has also been identified as the FEMA Region 10 Prepare America contact. Prepare America is a national collaborative training model of CTCs that is seeking ODP funding to provide awareness training (initially to special populations but the national integration and standardization of training is a primary focus of this initiative).			1 st Reporting Period is Dec 04	
5& All Others In Emergency Preparedness	Objective 5.2 Focus exercises to strengthen homeland security critical mission areas concentrating on the complete homeland security threat spectrum (deter, preempt, prevent, protect, respond and recover).	Mil. Dep. (EMD)						
5& All Others In Emergency Prepared	5.2.1 Develop, plan and exercise for WMD preparedness validation. Incorporate emergency responders, private industry, state and local government, tribal nations, federal partners and volunteers in exercises to enhance statewide response capability. (5.2.1, 5.2.2 combined and re-written in Aug 2004) <i>Develop a threat and performance based exercise</i>	Mil. Dep. (EMD)	Combined 5.2.1 and 5.2.2 1. Conduct a minimum of 30 exercises statewide annually. 2. Deliver at least 1	A 3 year exercise plan has been established through the coordination with HLS Regions, Counties, Jurisdictions, State Agencies, Tribes, and selected Federal Agencies. Annual exercise				

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<i>ness</i>	<i>program to enhance statewide capability to assess terrorism prevention, response and recovery capabilities at the state and local level in partnership with the federal government by implementing the Homeland Security Exercise and Evaluation Program (HSEEP).</i>		exercise workshop per Region annually. 3. Pilot the ODP Exercise Evaluation Course by 2005. 4. Develop an Exercise Evaluator Training Program and Trained Evaluator Database by 2005. 5. Develop an Exercise AAR Lessons Learned/Best Practices Sharing Capability within the State by 2005. 6. Develop New Exercise Scenarios Tailored to New and Emerging Threats by 2006. 7. Plan and Execute Multi-Jurisdictional Exercises, to Include Conducting a Port Security Exercise and Cabinet Level Tabletop by 2006. 8. Facilitate the Involvement of the Military Department and Our Partners in at Least one National Level Exercise by 2007.	funding is distributed on a State HLS Regional Basis Each year varies, based on local level assessment with funding coming from both ODP and FEMA Grant Programs. With the additional funding for exercises has come the opportunity to create more capacity to conduct more exercises. Most of the additional exercises are now conducted at the HLS Regional Level. Previously most exercises were conducted at the County or City level. This has created a much broader capacity to respond. The use of mutual aid compacts across the State has grown.			1 st Reporting Period is Dec 04	
<i>5& All Others In Emergency Prepared</i>	5.2.2 Develop a broad based exercise program to leverage existing resources and systems.	Mil. Dep. (EMD)	Combined 5.2.1 and 5.2.2					

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ness								
5& All Others In Emergency Preparedness	5.2.3 Use NIMS/ICS in state and local exercises and real world events.	Mil. Dep. (EMD)	<ol style="list-style-type: none"> 1. Issue compliance guidelines to statewide jurisdictions as received by ODP and not later than Oct 1, 2004. 2. Provide instruction, assistance and evaluation to jurisdictions to assist with the NIMS adoption and validation requirements by 2005. 3. Track statewide NIMS adoption rates by 2005. 4. Assess and revise the state level emergency management plans to comply and integrate NIMS by 2005. 5. Assist local jurisdictions with guidance on how to revise emergency management plans to integrate NIMS by 2005. 6. Implement any ODP specified local NIMS/ICS training by 2005. 7. Integrate NIMS assessment and evaluation in statewide processes by 2006. 	The Washington State Emergency Operations Center is configured for and currently uses the NIMS/ICS concept during all exercises and real world events; however, a state-wide assessment to determine the number of local jurisdictions and in particular down to the first responder level, has not been accomplished. A process is underway to educate emergency management jurisdictions at all levels of the requirement to officially adopt NIMS/ICS by October 1, 2004 through Governor's proclamation or executive order (as appropriate) and incorporate its use. A draft Governor's proclamation is currently under development to verify Washington State Emergency Management Divisions' adoption of NIMS/ICS as its official standard. State and local governments have been educated as to the courses available on NIMS/ICS through FEMA independent study, the availability of NIMCAST web based self assessment tool and NIMS/ICS courses are available and being provided for all levels of government by			1 st Reporting Period is Dec 04	

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				Washington EMD Policy, Programs, and Training Section.				
<i>5& All Others In Emergency Preparedness</i>	5.2.4 Develop and exercise mutual assistance compacts.	Mil. Dep. (EMD)						
<i>ESF 7 Tab C</i>	Objective 5.3 Train and educate citizens, volunteers, tribal nations, the business community, the media and government on terrorism.	Mil. Dep. (EMD)					1 st Reporting Period is Dec 04	
<i>ESF 7 Tab C</i>	5.3.1 Develop public education, training and information programs. 5.3.2 Develop and disseminate training materials, templates on how to prepare for, recognize, report, and respond to a threat or act of terrorism. (5.3.1-5.3.2) Combined and Revised Aug 04 – Develop homeland security focused public education and training program, materials and template checklists on how to prepare for, recognize, report and respond to a threat or act of terrorism.	Mil. Dep. (EMD)	1. Complete statewide needs assessment by 2005. 2. Complete establishment of steering group in 2005. 3. Continue distribution of current materials annually. 4. Request program funding by 2005. 5. Achieve program funding by 2006. 6. Develop, design and distribute a campaign focusing on Homeland Security in 2006-7. 7. Assess program success and training effectiveness with surveys and demonstrated results in exercises conducted by 2007. 8. Annually reassess	Currently working to assess and develop programs to implement homeland security strategies in public education and in the training of emergency responders. The Disaster Preparedness Month Campaign conducted in April 2004 included informational materials addressing Homeland Security issues. EMD is currently developing material to be used in a mini-campaign during the National Preparedness Month in Sep 04. Currently a variety of methods exist for training all hazards preparedness to include PSAs, websites, newsprint, videos, and promotional items such as maps to help educate the public.				
<i>ESF 7 Tab C</i>								

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			program and conduct training strategic planning.					
ESF 7 Tab C	5.3.3 Train and exercise elected state and locally appointed officials to ensure competency in Incident Management and Continuity of Government operations	Mil. Dep. (EMD)	1. Complete identification of resources needed to implement plan by (2005). 2. Development of curriculum for public official's education (2005) 3. Initiation of training, by having workshops at WSEAM, AWC, and WSAC meetings (2005) 4. Table tops delivered in all regions to public officials. (2007)	There are courses available in Emergency Management subjects for elected and appointed officials, however, the Incident Management and Continuity of Government subject areas have very little in training and exercise available at this time. Association of Washington Cities does have some training in Emergency Management that they deliver to their constituents but it doesn't focus on Incident Management or Continuity of Government The Washington State Association of Counties has been presenting workshops to local officials and their membership since 2002. In 2003 and 2004 they delivered their workshop to about 300 county and city officials, but very few were elected officials. In 2003 WSEMA (Washington State Emergency Management Association) began working with WSAC to form a relationship that would improve opportunities for interaction among local appointed and elected officials and their emergency management professionals. ?			<div>1st Reporting Period is Dec 04</div>	

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				<p>WSAC has charged for their classes in this area, and EMD has some classes, but they use federal funds and courses to deliver the information.. At this time there is no specific funding for delivery of classes on Incident Management or Continuity of Government to state and local appointed and elected officials</p> <p>300 county officials have received some training on emergency management and their roles in emergencies. EMD has and continues to deliver classes through the Professional Development Series (PDS) from FEMA. Also, several cities and counties have gone to the Emergency Management Institute to participate in .an exercise, which is comprehensive for their community and includes representatives from all disciplines. There are courses and curriculum of a sort, but no funding for course delivery on a statewide basis.</p>			<div>1st Reporting Period is Dec 04</div>	
ESF 7 Tab C	5.3.4 Develop a state-wide NIMS Incident Command System (ICS) education and training program.	WSP	1. Define compliance criteria from the NIC then Identify State Agency(s) that are currently utilizing ICS, and to what extent, then evaluate their training curriculum for	Historically, there has been no single universally accepted or recognized Incident Command System (ICS) training to ensure multiple disciplines working together at a major incident (Unified				

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			<p>compatibility to NIMS criteria by March 31, 2005.</p> <p>2. Identify State Agency'(s) that are not currently utilizing any ICS, provide compliance criteria, collaboration and training opportunities by March 31, 2005.</p> <p>3. Identify and contact Local Jurisdictions that are currently utilizing ICS, evaluate the extent and training curriculum for propriety to ensure it follows federal NIMS criteria and then contact other Local Jurisdictions and entities that desire to engage or keep federal funding and provide them with information and training opportunities and finally Identify, establish and provide funding support for the working group that is going to develop the training and outreach strategy September 30, 2005.</p> <p>4. Submit the strategy to the CHS for approval at the October 5, 2005 meeting.</p>	<p>Command) will be able to communicate and work together efficiently to accomplish the mission at hand.</p> <p>Some State Agencies and Local Jurisdictions train personnel in ICS. Some Agencies and Jurisdictions provide the training under the authority of the National Interagency Incident Command System (NIIMS), National Fire Academy (NFA), Federal Emergency Management Agency (FEMA), Department of Justice (DOJ) and others. Some are nationally developed and recognized, while others are developed locally. Some provide certification and others simply issue a certificate of attendance.</p> <p>The Department of Homeland Security has developed a comprehensive nationwide framework for incident management that will enable responders at all levels to work together more effectively; managing incidents no matter what the cause, size or complexity. The National Incident Management System (NIMS) incorporates best practices</p>			<div>1st Reporting Period is Dec 04</div>	

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Baseline – Beginning Status (Aug 2004)

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WASHINGTON STATEWIDE HOMELAND SECURITY BALANCED SCORECARD

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			5. Implement Training by March 31, 2005 and complete the training by September 30, 2006 6. Develop and Implement a Credentialing System by December 31, 2008.	currently in use by incident managers at all levels. It was developed through extensive outreach to state, local and tribal officials, the emergency response community and the private sector. NIMS will be managed and maintained by the NIMS Integration Center (NIC), which was established by the Secretary of Homeland Security to provide strategic direction for and oversight of the system, including continuous refinement of the system and its components over the long term.			<div>1st Reporting Period is Dec 04</div>	
ESF 7 Tab C	5.3.5 Publicize the Homeland Security Advisory System and citizen emergency preparedness statewide. <i>Revised and combined with 2.2.4 Aug 04 to read – Develop a Homeland Security Public Information Plan to include providing citizens information on the Homeland Security Advisory System and other preparedness resources.”</i>	Mil. Dep. (EMD)	1. Achieve funding and staffing for homeland security public information and education efforts by early 2005. 2. Complete an initial statewide public survey on HSAS and emergency preparedness by 2005. Measure change in public attitudes and knowledge about homeland security preparedness through annual public opinion surveys. 3. Conduct regional HLS exercises incorporating the use of joint information systems and	The state currently has no overall public information plan for homeland security. Elements of the overall information strategy have been used for HLS over the last 24-30 months. HSAS guides are available on-line and information for both the public and private sector. There is a statewide update newsletter published every two months. HLS funds have been used to finance public education materials to do terrorism preparedness education and the public education section of WEMD has developed materials. Currently education class materials provide NIMS education and WEMD Public				

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			centers by 2005 and evaluate using regional exercises. 4. Develop a schedule of public announcements for Homeland Security education and program information by 2005. 5. Develop the New HLS PIO Course and revise the Basic Course to include NIMS by 2005. 6. Develop and complete EMD website design to provide HLS public information and education by 2005.	Information has worked with agencies at every level to publicize grant opportunities and announce HLS plans/progress.			1 st Reporting Period is Dec 04	
8	Objective 5.4 Enhance our public health and healthcare capabilities to respond to chemical, biological, radiological, nuclear, and explosive terrorism incidents.	DOH						
8	5.4.1 Train and educate health care professionals from all sectors to respond as part of the statewide medical response capability.	DOH	Year 1: Public Health Learning Management System implemented at Wa. State Department of Health and 100% lead regional health jurisdictions by August 30, 2005. Washington State public health and healthcare standards and competencies identified and adopted by August 30, 2005. Strategic Plan for Homeland Security Institute developed and implemented by August 30, 2005. Year 2: Education, Training and	Strategy 5.4.1 is being addressed through the CDC and HRSA Grant programs awarded to Washington State Department of Health. Currently education and training coordination and technical staff have been hired at both the State and Regional levels to fulfill the requirements of the grants and address the public health and healthcare education and training needs for the state. Comprehensive formal and informal learning needs assessments have been completed regionally for both public health and hospitals.				

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			Exercise evaluation plan developed and data reported by August 30, 2006. Education, Training and Exercise long term communication plan developed by August 30, 2006. Education, Training and Exercise long term assessment plan (including learning technology infrastructure needs) developed and implemented by August 30, 2006.	Regions are currently developing, at a minimum, a one-year Education, Training and Exercise Plan that includes emergency preparedness education and training for hospitals. Regional plans are being combined to contribute to the development of a state Education, Training and Exercise Plan. Public health education and training leads are participating in education, training and exercise planning by participating and partnering on a number of education, training and exercise coordination committees at both the regional and state levels. A Learning Management System has been selected to track and document all CDC and HRSA grant funded emergency preparedness education, training, exercises and drills. Content and curriculum resources are being identified, catalogued and developed to address learning needs determined from assessments and exercise after action reporting. Learning technology infrastructure has been enhanced in the regions and at the state to improve accessibility to education and training content through			1 st Reporting Period is Dec 04	

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				satellite programming, web conferencing and online learning.				
8	5.4.2 Optimize regional medical surge capacity for victims of terrorism through concentrated needs assessment, and planning to eliminate gaps.	DOH	1. Include the Practitioner Online Data Registry System (PODRS) in a jurisdiction's emergency response plan by 2005, or as resources are available. 2. Initiate state-level coordination of Medical Reserve Corps Activity by 2005, or as resources are available. 3. Ensure annual multi-year surge implementation plan meets annual targets by 2005 and beyond. 4. Hospital performance will be measured against standards specified in regional public health plans annually 2005 and beyond through exercises and actual event responses.	WA State is moving into the third year of implementation of the regional hospital plans, which outline each regional public health and hospital approach to addressing potential surge capacity of 500 patients per million population per region. These plans were based on hospital assessments conducted statewide in FY 02, and these assessments are planned for update in FY 04. Regional hospital plans are designed to be an integral part of the regional public health plans currently being completed in WA State.			1 st Reporting Period is Dec 04	
8	5.4.3 Enhance terrorism early detection capabilities by building a statewide laboratory response network capability/capacity, enhancing continued disease preparedness activities, urgent disease reporting capability, and education, training exercises and drills.	DOH	1. Survey statewide clinical and environmental laboratories for network development by 2005. 2. Finalize statewide laboratory network by 2005. 3. Train laboratory chemists by 2005. 4. Finalize WADOH PHL laboratories by 2005.	The statewide laboratory response network is in the process of development. Data on existing clinical and environmental laboratory capabilities throughout the state are being collected for evaluation. The Washington Public Health Laboratories (PHL) is installing the laboratory capacity and equipment according to the				

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			5. Train emergency responders by 2006. 6. Finalize surge laboratory network by 2006. 7. Train clinical laboratories staff by 2006. 8. Achieve approved certification status by WADOH PHL for performing analyzes by 2006. 9. Perform exercises with laboratories by 2006. 10. Sufficiently pass proficiency test for analyzing chemical threat agents by WADOH PHL. 11. Perform drills annually, reassess and adjust plans.	requirements of the CDC grant activities.			1 st Reporting Period is Dec 04	
8	5.4.4 Build statewide containment and isolation capacities to respond to chemical and bioterrorism attacks.	DOH	1. Complete development of the I&Q section of the state Contagious Disease (CD) plan by 2005. 2. Define and publish state and regional roles in activating Type C isolation facilities by 2005. 3. Complete assessment of regional and local readiness/needs to activate class C Facilities in emergency.	1. Isolation and quarantine (I&Q) is addressed in state, regional, and local level plans and protocols for smallpox and SARS. The State Board of Health last year approved new rules governing I&Q. Not all of these plans and protocols have been tested through an exercise. I&Q funding is included in the current cooperative agreements with the US Department of Health and Human Services. State rules and response plans have been updated to provide health officials the authority to implement I&Q as necessary.				

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				Local officials have identified some facilities for quarantining (if necessary) persons exposed to communicable disease.				
8	5.4.5 Build hospital decontamination capabilities and capacity statewide.	DOH	1. Purchase and emplace decontamination systems and biohazard suits in each of the 95 hospitals in WA State by 2006. 2. Provide education, training, and exercises for statewide hospitals annually beginning in 2004.	Today approximately 50% of the hospitals in WA State (46 hospitals) have been supplied with a one or a two-line decontamination system, and those same hospitals have been supplied with a minimum of 12 Level C biohazard suits, in partnership with EMD. HRSA Hospital Bioterrorism Preparedness Program funding to DOH, and HLS funding to EMD, approximately \$2.85M provided over a two year period. Capability and capacity is focused on decontaminating patients and staff, and to protect staff from becoming contaminated through contact with contaminated patients.			1 st Reporting Period is Dec 04	
5	Objective 5.5 Use lessons learned and best practices to improve disaster resistance.	WSEMA-EMD						
5	5.5.1 Research best practices in other states, and pursue partnership and pilot project opportunities.	WSEMA-EMD	Combined 5.5.1, 5.5.2 and 5.5.3 1. Complete the development of a lessons learned best practices sharing system by 2006. 2. Achieve lessons learned best practice sustainment funding for	Washington State does not have a lessons learned best practices sharing system and a comprehensive polling of other states for best practices has not been accomplished.				

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			the outyears 2007 and beyond by 2007.					
5	5.5.2 Utilize and/or conduct after action reviews for exercises, training, planning sessions and other opportunities.	WSEMA-EMD	Combined 5.5.1, 5.5.2 and 5.5.3					
5	5.5.3 Document and share lessons learned to help build our mutual strength and knowledge.	WSEMA-EMD	Combined 5.5.1, 5.5.2 and 5.5.3					
7	Objective 5.6 Build the state volunteer citizen capability and capacity.	OFM/WA Commission for National and Community Service						
7	5.6.1 Provide training through local, state and federal programs or other resources for volunteer groups to increase knowledge and group proficiency to better support emergency responders.	OFM/WA Commission for National and Community Service	Combined 5.6.1 and 5.6.2 1. Request resourcing for statewide initiatives by 2005 and pursue with program funding. 2. Develop credentialing and tracing database for volunteers by 2005. Work to establish new Medical Reserve Corps throughout the State by 2005. 3. Incorporate volunteer initiatives into state and local CEMP/local response plans by 2005. 4. Begin discussions and address liability and licensure issues for all volunteers statewide by 2005. 5. Work to increase state and local access to CERT TTT classes by 2005.	Washington State has one State Citizen Corps Councils, 24 County or Regional Citizen Corps Councils, 19 Local Citizen Corps Councils, 41 Volunteer in Police Service Programs, 38 Community Emergency Response Team Programs, four Medical Reserve Programs and many more Neighborhood Watch Programs. <i>(These numbers indicate the councils or programs registered with the Federal Organization on their web site, but we certainly have many more that have not registered for whatever reason.)</i> The local Citizen Corps Programs represent 79% of Washington State's population being represented by a Council. Communities struggle to establish the volunteer infrastructure to recruit, train, exercise, and maintain the new volunteer initiatives, but continue to			1 st Reporting Period is Dec 04	

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				work towards participation where it makes sense for their community.				
7	5.6.2 Promote and publicize volunteer opportunities to the public.	OFM/WA Commission for National and Community Service	Combined 5.6.1 and 5.6.2					
2	Objective 5.7 Exploit information systems and cyber technologies to enhance statewide preparedness and response.	WSP-WASPC						
2	5.7.1 Utilize building mapping capability to map our critical infrastructure so that information is available to all state, local, federal, tribal and private emergency responders.	WSP-WASPC	<p>Combined with 3.4.3</p> <ol style="list-style-type: none"> 1. Develop proposed project plan, budget and request funding by 2005. 2. Identify subject matter experts, stakeholders and form collaboration network/project team by 2005. 3. Identify mapping system methodologies and select proposed system by 2005. 4. Achieve program funding and procure software/hardware by 2006. 5. Begin mapping system project in 2006 and complete by 2007. 6. Develop and provide education and exercises for users by 2006. 7. Conduct training and exercises to gain familiarity with the resources the system provides 2006 and 	Currently, Pierce County EMD has a stand alone mapping system used for schools, government (local, state and federal) buildings, hospitals and possible soft targets. This system, Pierce Responder, contains overview information on building construction, floor plans, size and utilities. The system was developed as a response to the lessons learned as a result of the Columbine school shootings. It is not believed that there is any other county in Washington using a similar system.			1 st Reporting Period is Dec 04	

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			beyond. 8. Assess program effectiveness and revise as necessary by 2008.					
2	5.7.2 Create a secure, portable information technology system emergency responders can utilize to facilitate incident command and management of key resources, identify and track credentialing, schedule on-site resources, locates required resources, tracks casualties and plans on-scene.	WSP-WASPC	Currently the state has no secure, portable system for Incident Command and would like to explore the possibility of researching a system to assist at incident scenes to include storage of credentialing, plans, maps, resources and reporting.	1. Team selected and determines requirements by 2004. 2. Secure funding, develop and issue RFP for the Portable Incident Management and Credentialing system pilot by 2005. 3. Complete portable Incident Management and Credentialing System Pilot by 2006. 4. Compete for funding to fully field the system by 2006. 5. Select vendor for the system by 2006. 6. Fully test and determine training requirements by 2005. 7. If resources are available, procure system and field by 2007. 8. Determine standard operating procedures to incorporate system into incident management processes by 2007. 9. Exercise and assess system effectiveness by 2007.			1 st Reporting Period is Dec 04	
10	Objective 5.8 Enhance regional CBRNE response capability and capacity statewide.	Mil Dep. (EMD) & DOE						
10	5.8.1 Support and sustain existing regional CBRNE	Mil Dep. (EMD)	Combined 5.8.1 and	Current Status – No statewide				

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	response capability and capacity statewide.		5.8.2 1. Document “As-Is” HAZMAT situation, stakeholders and proposed funding by end of year 1 (2005). 2. Effective plan and sustainable funding in place by end of year 2 (2006). 3. Complete implementation of Type I teams by end of year 4 (2008).	coordinating effort to establish a regional HAZMAT/CBRNE response capability exists. Currently developing an inventory of team capability, training, equipment and locations. The Washington State Association of Fire Chiefs has produced a position paper that is under review by the SERC.				
10	5.8.2 Establish and sustain regional Hazardous Materials (HAZMAT) response capability and capacity statewide.	DOE - SERC	Combined 5.8.1 and 5.8.2				1 st Reporting Period is Dec 04	
EMERGENCY RESPONSE & RECOVERY – MINIMIZE DAMAGE & RECOVER FROM ATTACK								
Goal 6: To enhance our statewide system to minimize damage and ensure rapid response, and recovery from a terrorist attack.								
ESF								
4	Objective 6.1 Build state and local Incident Management team capabilities.	WSP						
4	6.1.1 Define and identify Incident Management Team concepts, membership, capabilities, responsibilities and training needs at the state and local level.	WSP	1. Identify regions that need Type 3 Incident Management Teams and begin developing new teams and identifying participants by 2005. 2. Build a consortium to develop Incident Management teams from fire and law enforcement regions to facilitate credentialing by 2005. 3. Establish standardized	Around the state there are four organized Type 3 Incident Management Teams (3 fire service – Spokane County, Benton County, Clark/Cowlitz County, 1 Washington State Patrol), five interagency Type 2 Incident Management Teams and two regional (Washington/Oregon) Type 1 Incident Management Teams available for use.				

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			<p>training for incident management teams and secure funding sources by 2006.</p> <p>4. Secure sustainment funding for incident management team training and credentialing by 2007.</p> <p>5. Establish linkage with the Department of Natural Resources to include Type 3 team positions in IQS to enhance individual and team growth by 2007.</p> <p>6. Develop equipment/supply standardized lists for IMT all-risk events and locate/resource pre-positioned equipment caches in the regions by 2008.</p> <p>7. As resources are available field two Type 3 teams from each area to ensure all regions have two Type 3 teams by 2008. The second team would be alternates or those trainees who need only an assignment to be qualified. Once the team has this depth, personnel would begin</p>	<p>All of the teams (except the State Patrol), are used primarily for wildland fire incidents, but they can and have been used on used for all-risk assignments. The teams are composed mostly of fire service personnel from the Washington Fire Service, Washington Department of Natural Resources, US Forest Service, National Parks Service, Bureau of Land Management, Bureau of Indian Affairs and National Fish and Wildlife.</p> <p>It is anticipated that upwards of 80% of all Type 2 and 1 current team members will rotate off within the next 5 years due to retirements.</p> <p>In addition to building the teams, a process of credentialing needs to built to support the formation and development of the teams. This credentialing process ensures that responders are adequately trained to perform as a member of an Incident Management Team.</p> <p>Type 3 Teams receive their funding locally within the community they serve. Benton County Teams are able to receive training and equipment provided through</p>			<div>1st Reporting Period is Dec 04</div>	

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			working on Type 2 Team qualifications. This measure would ensure that there are personnel qualified (Type 3), personnel in training (at Type 3) and personnel in training (at Type 2).	<p>Department of Energy and Chemical Stock Pile Plant Grants.</p> <p>Type 2 Teams receive their funding from one of the wildland fire agencies, Washington Department of Natural Resources, US Forest Service, Bureau of Land Management, Bureau of Indian Affairs, National Parks Service, and US Fish and Wildlife. This funding is limited to conducting one all-team training and review in the spring of each year.</p> <p>The Washington Department of Natural Resources has been the clearinghouse for the Washington Fire Service in the credentialing process. However as the number of personnel increase they can no longer perform this function.</p> <p>To date there are six operational Type 3 Incident Management Teams, (2 in Benton County, 2 in Spokane County and one in Clark/Cowlitz County) and one State Patrol Team.</p> <p>There are five Type 2 Interagency Incident Management Teams with members located throughout</p>			<div>1st Reporting Period is Dec 04</div>	

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				the state. The credentialing process does have a computer program Incident Qualification System (IQS) that tracks training and assignments and is available at no cost.				
7	Objective 6.2 Manage the logistics of emergency resources to maximize response and recovery capability.	GA						
7	6.2.1 Enhance capability to receive, store and distribute emergency response stockpiles (e.g., Strategic National Stockpile.), implement the Prepositioned Equipment program, and coordinate EMAC resources.	Mil Dep. (EMD)	1. Hire staffing and begin logistics program development by 2004. 2. Identify stakeholders/resources and form collaboration network and workgroups by 2005. 3. Determine priorities and resource requirements by 2005. 4. Request initial funding requirements by 2005. 5. Develop initial program plan and milestones by 2005. 6. Establish national and regional contacts by 2005. 7. Complete program research and begin initial logistics plan drafts by 2005. 8. Complete initial logistics plans and procedures by 2006.	Limited protocols have been established. Within the Washington Military department personnel to manage the EMD logistics program staffing is anticipated to be available by not later than Oct 04. The identification, contents and location information regarding the Strategic National Stockpile pharmaceutical materiel is classified with access to information controlled. The Centers for Disease Control (CDC) is the federal coordinating agency and the Department of Health is the Washington State Executive Agent. The federal Prepositioned Disaster Supply (PPDS) program is administered by FEMA. General Administration is the Washington State Executive Agent. Protocols for the request and release of the			1 st Reporting Period is Dec 04	

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Strategies		Lead Organization	Performance Measure Target	Baseline	Status Indicator		Narrative Comments	Report Quarter & Year
			9. Vet and achieve approval of initial plans and procedures by 2006. 10. Complete familiarization for logistics plans and procedures by 2006. 11. Develop and conduct a communication awareness plan for logistics plans and procedures by 2006. 12. Develop and conduct logistics exercises to practice plans and procedures by 2007. 13. Refine databases and request long-term sustainment funding by 2007. 14. Conduct program assessment and revise as needed by 2008.	equipment have not been clearly delineated. The Prepositioned Equipment Program (PEP) consists primarily of public safety equipment, i.e. police, fire, EMS personal protective equipment (PPE), and is currently managed by the Office of Domestic Preparedness (ODP). EMAC resource coordination and mutual aid cooperation program between states is fairly mature.			<div>1st Reporting Period is Dec 04</div>	
7	6.2.2 Develop and maintain a state-wide logistics resource database for equipment and supplies to include available assets from all sectors.	GA	Combined 6.2.2 and 6.2.3 1. Acquire program staffing by 2005. 2. Develop inventory methodology and inventory emergency situation assets/supplies by 2005. 3. Develop public outreach assistance materials by 2005. 4. Create and operationalize emergency	1. GA is developing a process to conduct an inventory of supplies and equipment that would be useful in an emergency situation and documenting locations. 2. GA is also in the process of identifying: a) potential stockpile locations, b) potential distribution sites, and c) potential delivery mechanisms. 3. GA has established a Pre-				

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			logistics assets/supplies database by 2005. 5. Establish Statewide Pre-Positioned Equipment sites by 2005. 6. Establish Maintenance Procedures for Pre-Positioned Equipment sites by 2006. 7. Complete emergency asset identification by 2006. 7. Evaluate disaster logistics action plan status by 2007.	Positioned Equipment site. 4. GA is evaluating the feasibility of other potential Pre-Positioned Equipment sites, including the Capitol Campus.				
							1 st Reporting Period is Dec 04	
7	6.2.3 Review emergency purchasing and acquisition plans to ensure equipment and supplies can be quickly procured in a disaster.	GA	Combined 6.2.2 and 6.2.3					
8	6.2.4 Review and enhance disaster mortuary plans and capabilities.	DOL	1. Mass fatality workgroup completed by 2005. 2. Methodology and responsibilities determined for mid-level fatality plan completed by 2005. 3. State level definitions, roles and responsibilities determined by 2005. 4. Local level plan review by 2006. 5. Research federal level assistance potentially available and inter-state assistance by 2006.	DOL received a FEMA grant through EMD to update ESF8 of the Washington State Emergency Management Plan by creating a Mass Fatality Plan for Washington State. DOL needed the grant to hire a plan writer as we did not have the staff capacity to write the plan internally. This grant was completed and the plan and supporting documents were accepted by EMD in March 2004. The documents point out that currently Washington can manage the low level fatality incidents through the existing capacity of the coroner/medical examiner offices, and can manage the mass fatality incident by				

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			<p>6. Complete assignment for mid-level fatality plan sections and annexes by 2006.</p> <p>7. Complete communication plan for mid fatality roles and responsibilities by 2006.</p> <p>7. Statewide mid-level fatality plan completed and ESF 8 updated by 2007. 8. Complete mutual aid assistance compacts by 2008. 9. Complete a mid-level fatality by 2008.</p>	<p>requesting assistance from FEMA and DMORT. There is no organized plan or ability to respond to the mid level fatality incidents at this time. These mid level incidents need to be planned for. They should become part of the ongoing planning being conducted for emergency medical responses to disasters. Mutual aid procedures for coroner/medical examiner offices need to be developed for a regional response capability. When any incident occurs the emergency medical response is the first response and the incident commander needs to also evaluate fatalities and coordinate with the local coroner/medical examiner, who by law, is in charge of investigating all accidental deaths in each county. IT IS IMPORTANT TO RECOGNIZE across the country that 6.2.4 has been misidentified as disaster mortuary plans, when it really is a DISASTER MORGUE PLAN. Coroners and medical examiners operate morgues, funeral homes operate mortuaries. The fatality response is a recovery and identification of human remains process, and has no</p>			<div>1st Reporting Period is Dec 04</div>	

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				direct connection with funeral homes. After the recovery, identification and cause of death has been accomplished, the human remains are released to the next of kin and whatever funeral home they select. Coroners and Medical Examiners, not funeral professionals, need to become part of the planning process.				
21	Objective 6.3 Improve recovery planning, resourcing, training and exercises capability and capacity.	Mil Dep. (EMD)					1 st Reporting Period is Dec 04	
21	6.3.1 Review statewide recovery capability and capacity and enhance where necessary.	Mil Dep. (EMD)	Combined 6.3.1 and 6.3.2 1. Development of a statewide Recovery Plan (2006) 2. Complete identification of resources needed to maintain Recovery Plans 3. Inclusion of Recovery activities exercises and training (2006) 4. Training available statewide for Recovery (2007)	The Washington State Comprehensive Emergency Management Plan (CEMP) contains guidance on recovery strategies and activities. The CEMP directs state agencies to have internal recovery plans with tasks and responsibilities. However, existing recovery plans are very superficial and address little more than the closeout of a response activity. There is no real consideration given to long-term recovery operations. Exercise and training are currently conducted for fixed facility recovery plans. There are currently Recovery Plans that address specific hazards and priorities for different disciplines, for example,				

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				<p>Columbia Generating Station, Chemical Stockpile Emergency Preparedness, and U.S Department of Energy. Exercises that include recovery operations generally involve little more than artificially submitting a request for a major presidential disaster declaration without giving thought to damage assessment or how assistance will be provided if a request for assistance is granted.</p> <p>The staff who are knowledgeable in the major recovery program areas of Public Assistance, Human Services, and Mitigation are one deep positions. Should a major disaster occur when one or more of the program managers are indisposed, the agency would face serious problems in getting essential programs implemented in a timely manner.</p> <p>No specific funding has been received for recovery planning, training, and exercising, with the exception of the fixed facility program funding.</p> <p>On-the-job training has been conducted for about 20 staff</p>			<div>1st Reporting Period is Dec 04</div>	

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				in state recovery support positions and functions, allowing for minimally adequate staffing for immediate recovery operations. However, recovery program management staff is for the most part one-deep positions and have no trained and qualified backups to replace them should they be indisposed. EMD staff is generally not functionally knowledgeable of recovery operations.			1 st Reporting Period is Dec 04	
21	6.3.2 Include recovery tasks in annual exercises and training objectives.	Mil Dep. (EMD)	Combined 6.3.1 and 6.3.2					
21	6.3.3 Develop victim assistance plans (e.g., special needs population, mental health issues, and orphans) for potential terrorist events.	DSHS	1. Victim assistance plans completed by 2005. 2. Communication plan developed and implemented by 2006. 3. Familiarization education developed and conducted by 2006.	As yet undefined, however; existing plans developed for natural disasters to support the mission of DSHS will provide the foundation for development and implementations of this strategy.				
RESOURCE CAPACITY								
Goal 7: To build long-term financial stability, capacity and capability.								
ESF								
7	Objective 7.1 Coordinate statewide to ensure effective and efficient investment in the state's homeland security requirements.	Mil. Dep. (HQ)						
7	7.1.1 Identify funding opportunities to augment homeland security efforts.	OFM						
7	7.1.2 Coordinate statewide to reduce duplication of effort and resources. Revised Aug 04 and includes combined with 7.3.1 Coordinate statewide	Mil. Dep. (EMD)	1. CHS annual review of statewide acquisition strategies to ensure	This has been and continues to be a priority of Committee on Homeland Security (CHS)				

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	<i>to prioritize funding allocation/expenditures, and focus efforts to maximize investment.</i>		interoperability. 2. Prioritize action plan initiatives annually for resources and funding (2005 and after). 3. Fund homeland security regional staff to provide a regional presence by 2005 if resources become available. 4. Prepare job descriptions for regional homeland security emergency management staff by 2005. 5. Hire regional staff by 2006. 6. Research, review and communicate potential funding sources annually (2005 and beyond). 7. Create a communications plan to maximize use of communication tools (e.g., website, newsletter) to communicate statewide to reduce duplication and maximize effectiveness by 2005.	and the 49 federal, state, local, tribal and private sector agencies, organizations, associations and disciplines that compose the voting and advisory members. As stated in the CHS Charter, a key objective is to “Coordinate and address all terrorist related grants and initiatives to ensure full and efficient coverage and to avoid duplication of effort and resources.” The state of Washington has also implemented a regional concept, whereby the 39 counties and the municipal jurisdictions and tribes within them are geographically grouped into nine Homeland Security Regions. Washington developed this regional approach to homeland security in an effort to promote collaboration and reduce duplication of effort and resources with regard to grant funding, resource sharing, centralized acquisition of interoperable equipment, analysis, planning and mutual aid development, exercising, information sharing and, in general, executing initiatives, deliverables and objectives in the most efficient manner possible.			<div>1st Reporting Period is Dec 04</div>	

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7	Objective 7.2 Make interoperable acquisition decisions for homeland security investment.	Mil. Dep. (EMD)						
7	7.2.1 Focus acquisition strategies to achieve statewide interoperability.	Mil. Dep. (EMD)	1. Identify networks to apply the selected interoperability solution by 2005. 2. Test the interoperability solution by 2005. 3. Establish the procedures to implement selected interoperability solutions and test solutions after deployment annually in accordance with project milestones. 4. Formal agreements in place to adopt the final statewide interoperability plan for necessary jurisdictions by 2005. 5. Improved interoperability at all levels of government by 2008.	All new acquisitions for state agencies for new radio projects must now be approved by the State Interoperability Executive Committee in accordance with 2004 legislation. Those acquisitions are to be in line with the current interoperability plan guidelines. The equipment sub-committee of the Washington Statewide Homeland Security committee ensures that all equipment purchased with grant funds meets statewide and national standards that currently exist on items that have standards. This review and oversight helps ensure that grant funding is invested wisely in equipment that is compatible and interoperable to standard. The goal is to enhance existing networks to allow for better interoperability of all systems to include communications and non-communications equipment for emergency responders ensuring it meets state or national standards thereby assuring wise investment of dollars.			1 st Reporting Period is Dec 04	
7	7.2.2 Develop a core statewide emergency response capability and then augment based on threat.	Mil. Dep. (HQ)	See 1.1.1 Ensure review principles focus on this	See 1.1.1 Strategic Plan includes as a	Green			

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			Strategic Plan Guiding Principle	guiding Principle.				
7	Objective 7.3 Invest based on statewide homeland security priority list.	Mil. Dep. (HQ)						
7	7.3.1 Develop and maintain a state homeland security priority list to fund when resources are available.	Mil. Dep. (HQ)	Combined with 7.1.2 and See 1.1.1 Action plan list of initiatives and priorities to be a priority funding list by 2005.	See 1.1.1 Statewide homeland security strategic plan was developed to determine our strategies and initial review processes.	Green			

Coordinating Lead Acronym	Coordinating Lead Organization	1 st Reporting Period is Dec 04
Mil. Dep. (HQ)	Washington Military Department Headquarters	
Mil. Dep. (EMD)	Washington Military Department Emergency Management Division	
WSP	Washington State Patrol	
WASPC	Washington State Association of Sheriffs and Police Chiefs	
DOH	Washington State Department of Health	
DIS	Washington State Department of Information Services	
SIEC	State Interoperability Executive Committee	
OFM	Washington State Office of Financial Management	
WCNCS	Washington Commission on National and Community Service	
GA	Washington State General Administration	
AGO	Washington State Attorney General's Office	
AGR	Washington State Department of Agriculture	
CTED	Washington State Department of Community, Trade and Economic Development	
DOE	Washington State Department of Ecology	
SERC	State Emergency Response Commission	

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Coordinating Lead Acronym	Coordinating Lead Full Title
DOL	Washington State Department of Licensing
DSHS	Washington State Department of Social and Health Services
WSEMA	Washington State Emergency Management Association

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